



Lebanese Republic

Lebanon's Commitment Under Paris III ***Government Reform Program Coordination*** ***Office (GR PCO)***

Prepared by Booz Allen Hamilton to the Government of Lebanon
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Under Paris III, the GoL has committed to implement a wide ranging reform plan, with the aim to meet the fiscal requirements for long term economic and social sustainability

Implementation Monitoring of Large Reform Plans

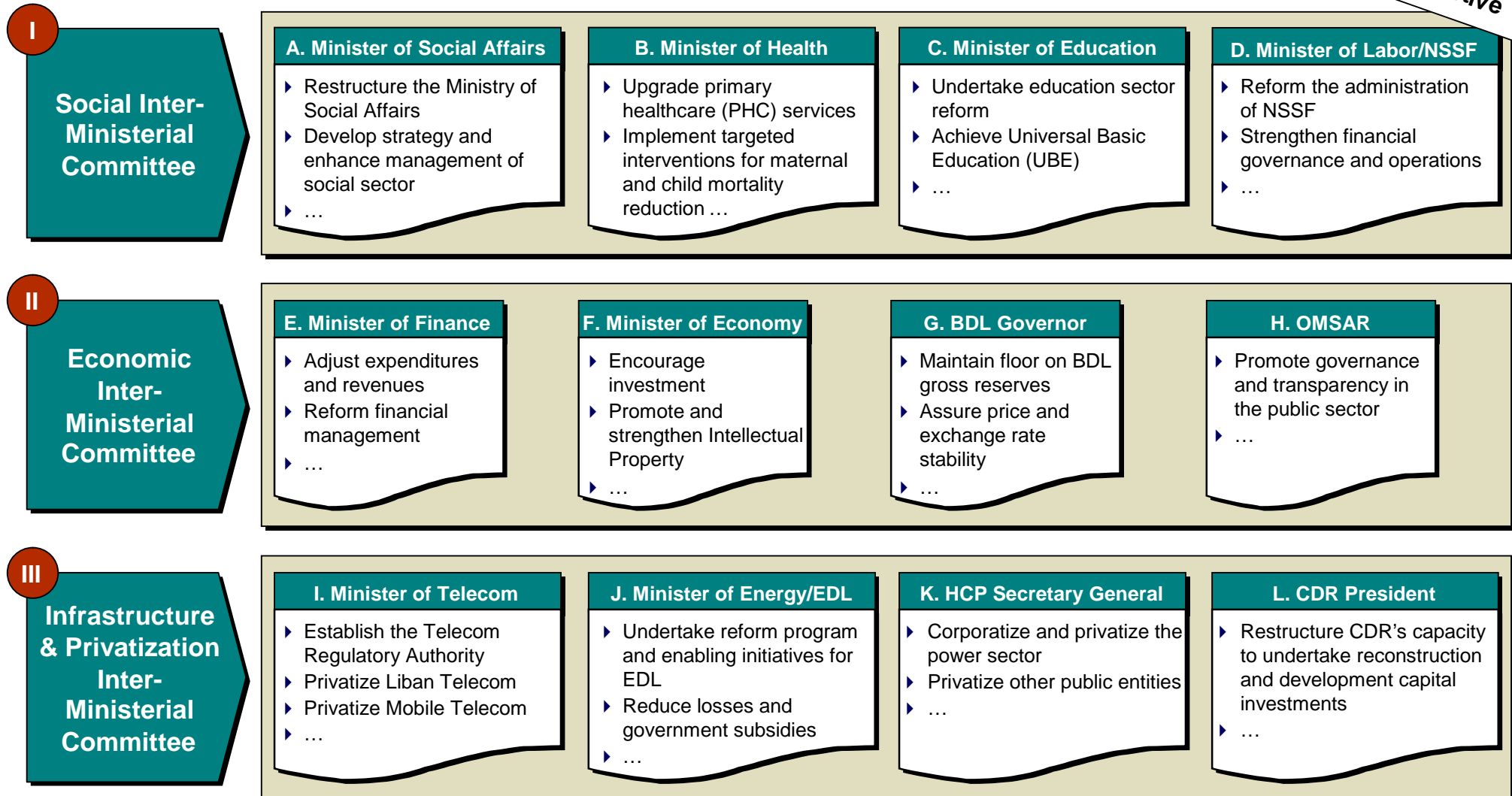
- ▶ Implementation management is critical in large reform programs, especially in the context of conditionality of donor pledges contingent upon achieving specific milestones and meeting performance indicators
- ▶ Typically, such programs are steered by central bodies (committees or councils) that liaise with the relevant ministries and entities to ensure they implement the relevant action plans, and provide periodic reporting to the Prime Minister, the Council of Ministers, as well as donors
- ▶ Central bodies are supported by a management office that facilitates, follows-up, monitors and evaluates the implementation of individual initiatives
- ▶ In our experience, these type of effort require the highest visibility and access at National level

In this context, the GoL has retained Booz Allen Hamilton to support the set-up and operations of the Government Reform Program Coordination Office (GR PCO)

The Paris III conference highlighted specific programs and initiatives starting in 2007, which can be allocated to 12 Ministers or Heads of Public Entities acting as “Natural Owners”

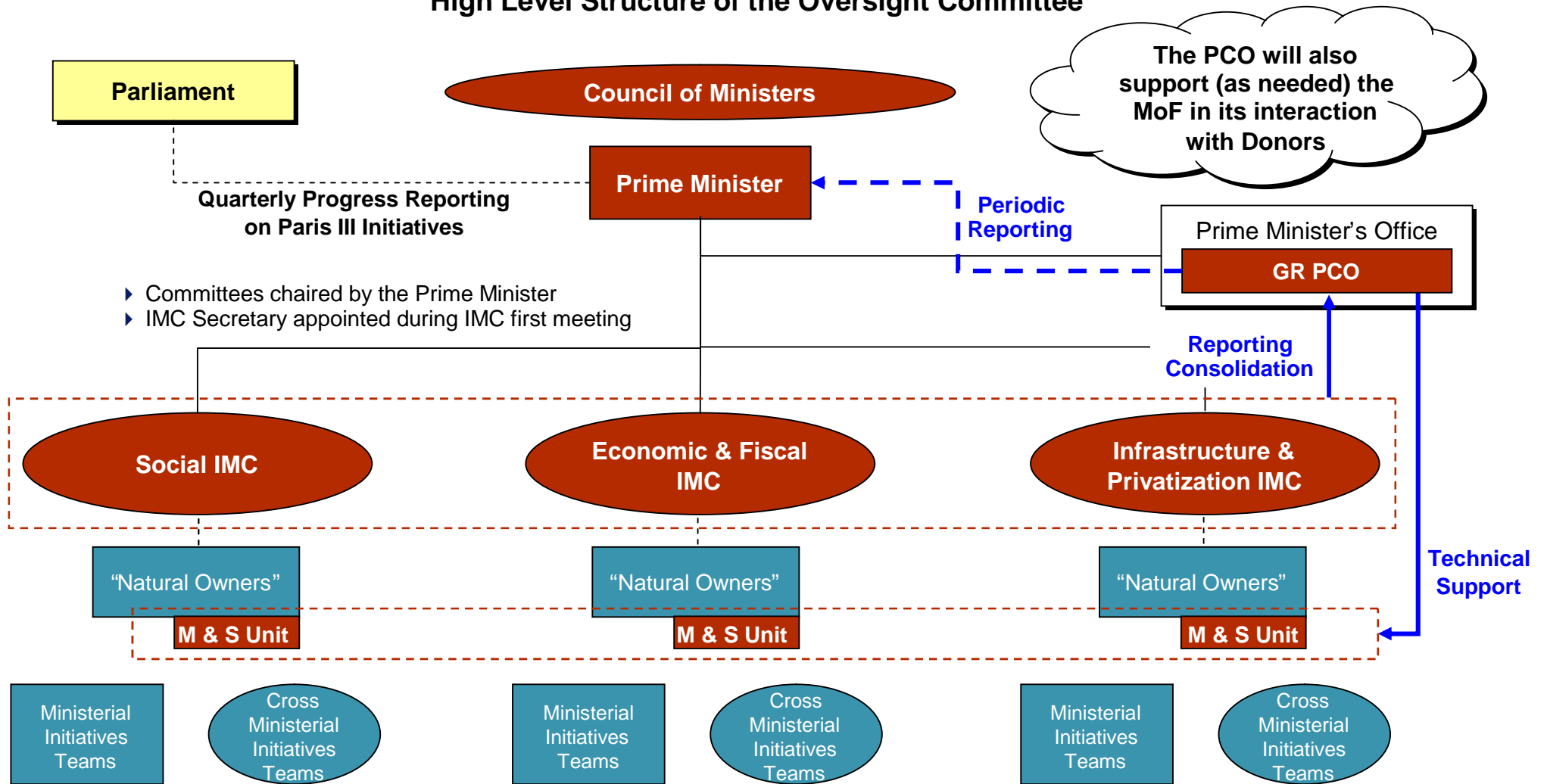
Mapping of Paris III Programs and Initiatives with “Natural Owners”

Not Exhaustive



Paris III initiatives can be clustered under three Inter-Ministerial Committees (IMC) – The GR PCO, reporting to the Prime Minister, will liaise with and support all concerned stakeholders

High Level Structure of the Oversight Committee



Note: M&S Unit = Monitoring & Support unit reporting to "Natural Owners" (Ministers/ Institutions Head) to be set-up as needed

The Council of Ministers is responsible for setting the overall direction of the program and signing-off on key decisions, but will rely to a great extent on IMC issue-resolution and reporting

Roles and Responsibilities of GR PCO Governance Stakeholders

Council of Ministers

- ▶ Set goals and overall agenda
- ▶ Sign-off on key program decisions
- ▶ Paris III implementation progress monitoring added to agenda at least monthly
- ▶ Approve Inter Ministerial Committees structure and main GR PCO components

Prime Minister

- ▶ Chairs all Inter-Ministerial Committees
- ▶ Resolves escalated issues, as raised by Inter-Ministerial Committees or by periodic PCO reports
- ▶ Approves PCO communication reports to external entities
- ▶ Reports to Parliament on Paris III initiatives progress

Inter-Ministerial Committees (IMCs)

- ▶ **In its first meeting, each IMC will appoint its own Secretary** (which will provide administrative support through own entity), **and will finalize the allocation of initiatives to “Natural Owners”** – Some cross-ministerial initiatives could require setting-up **cross-ministerial committees/teams**
- ▶ Meet on a monthly basis to track progress of Paris III implementation
- ▶ Endorse/ allocate resources requirements (technical assistance, financial) for initiatives falling within own mandate
- ▶ Resolve issues escalated from line Ministries/ Government Entities (“Natural Owners”)
- ▶ Re-calibrate / re-prioritize sector initiatives, as necessary
- ▶ Oversee co-ordination and integration within ongoing Government activities
- ▶ Report progress to Council of Ministers and escalate any unresolved issues
- ▶ In addition, **IMC can engage external constituents** to seek formal input on specific policy areas, such as **current private sector** or **civil society associations**, or **Public-Private Partnerships** (e.g. IDAL, Competitiveness Council, Council for Economic Affairs, etc.). These associations will **act as consultative entities to IMCs**

However, ultimate accountability for implementation of Paris III initiatives resides primarily with “natural owners”, who liaise closely with the GR PCO for technical & progress reporting support

Roles and Responsibilities of GR PCO Governance Stakeholders (Cont'd)



“Natural Owners”

- ▶ Report progress monthly to respective IMCs
- ▶ Liaise closely with GR PCO for technical and progress reporting support (through M&S Unit)
- ▶ Establish program monitoring mechanisms to manage implementation of own initiatives (performance indicators, progress tracking mechanisms)
- ▶ Finalize **Technical Assistance requirements** (with support from M&S/ PCO) and assign resources to implement Paris III initiatives
- ▶ Manage conflicts around inter-dependencies with other “natural owners”
- ▶ Resolve issues within own authority and escalate unresolved issues to IMC and GR PCO

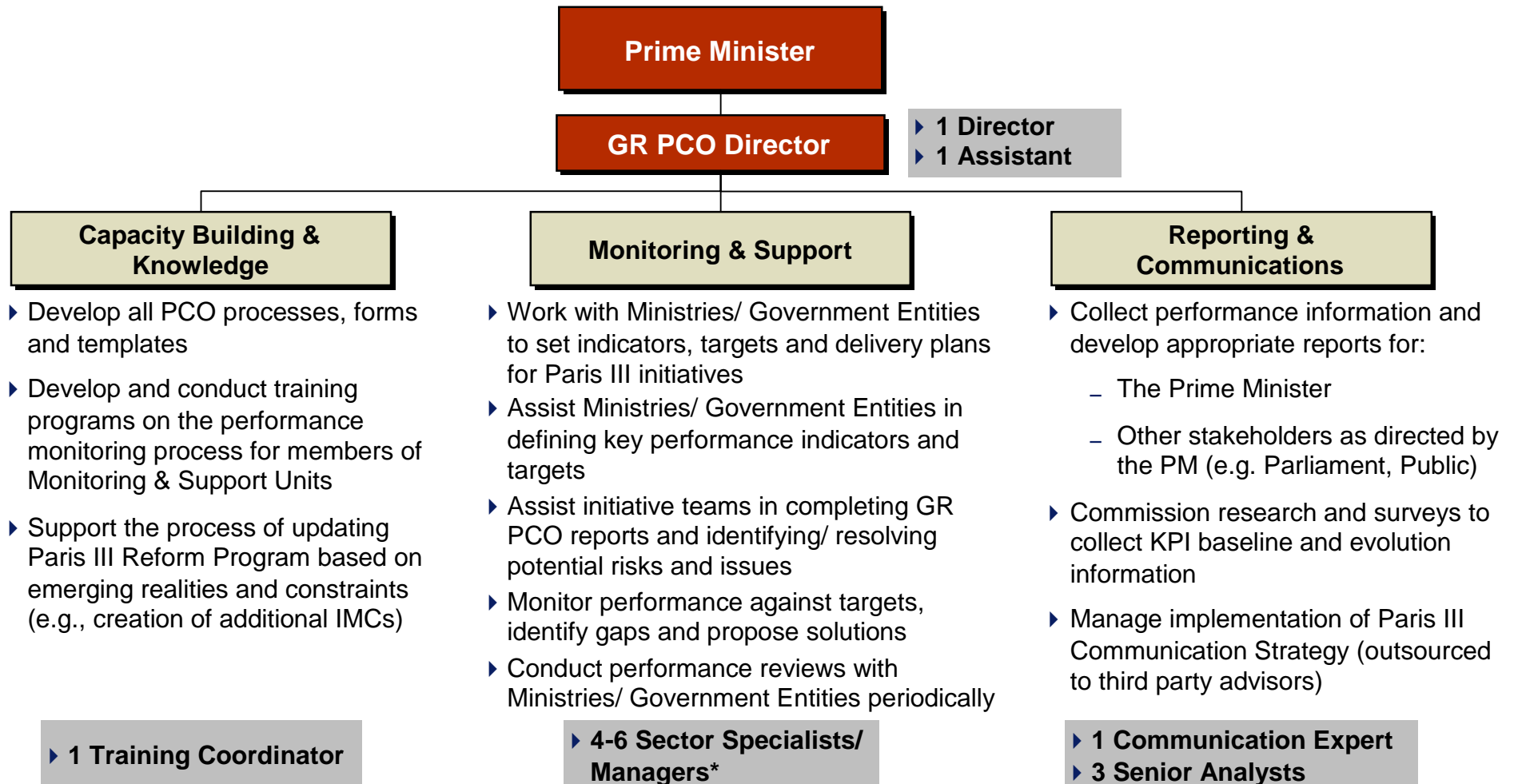


Ministerial/ Cross-Ministerial Initiatives Teams

- ▶ Agree on initiative charters, work plans and milestones with Minister/ Head of Entity
- ▶ Report progress to “Natural Owners”/ IMCs (in the case of cross-ministerial initiatives) in accordance with established mechanisms
- ▶ Implement initiatives and seek external advisory and capacity-building support (as needed)
- ▶ Manage contracted external parties scope and deliverables
- ▶ Raise issues and risks to the attention of “Natural Owners”
- ▶ Liaise with GR PCO on discrete technical matters

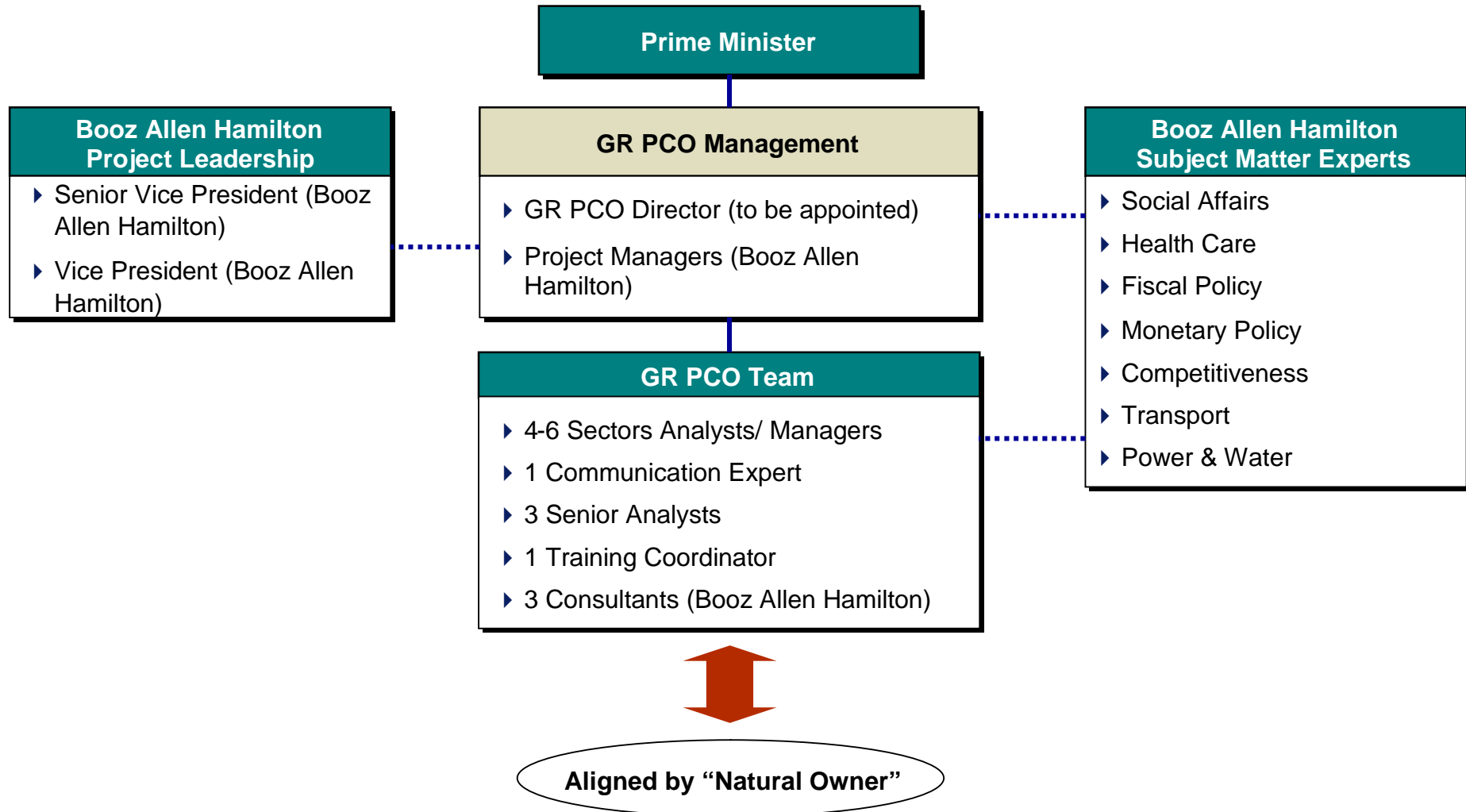
The GR PCO organization will develop three main functions, and will rely on the Prime Minister's Office for administrative support

GR PCO – High Level Functional Organization



The GoL has retained Booz Allen Hamilton to provide operational support, until all GR PCO and M&S units resources are secured and trained, and until the process is institutionalized

GR PCO Integrated Team Structure



In the short term, the PCO will conduct a first meeting with all Ministries/ Government Entities concerned by Paris III programs, and finalize the engagement schedule accordingly

Main GR PCO Interfacing Activities in the Short-Term

Activities with Ministries/ Government Entities (“Natural Owners”)

- ▶ From the outset, conduct a **first meeting with all Ministries/ Government Entities** involved in the implementation of Paris III initiatives to assess existing Monitoring & Support (M&S) capabilities and **agree on development priorities**
- ▶ Based on the outcome of the first meeting round, **finalize the Ministries/ Government Entities engagement schedule**, taking into account the following parameters:
 - Available capabilities within Ministries/ Government Entities
 - Complexity of implementing Paris III initiatives and inter-dependency with other stakeholders
 - Political considerations
- ▶ **Engage M&S Units within each Ministry/ Government Entity**, according to schedule, in the following areas:
 - Define the **size and requirements from the M&S Unit**, based on the Paris III work schedule
 - Establish M&S Unit (potential bylaw requirement) and **staff** it with internal resources or employees seconded from other ministries, the Prime Minister Office, the Central Inspection Agency, or UNDP projects
 - Assist M&S Unit/ Initiative Team in translating (or consolidating if these exist) Paris III commitments into **programs, activities, timelines and milestones**, as well as, **technical assistance requirements**
 - **Train M&S staff** on basic performance monitoring concepts, processes, tools and forms
 - Agree with M&S Unit on milestones and **KPIs to monitor implementation of programs**
 - Support M&S Unit in **reporting progress of Paris III initiatives to Minister and IMC**
 - Support M&S Unit in **escalating issues** to the concerned Minister

The PCO will also provide periodic reporting on progress to the Prime Minister and flag any issues that require his intervention

Main GR PCO Interfacing Activities in the Short-Term

Activities with Prime Minister

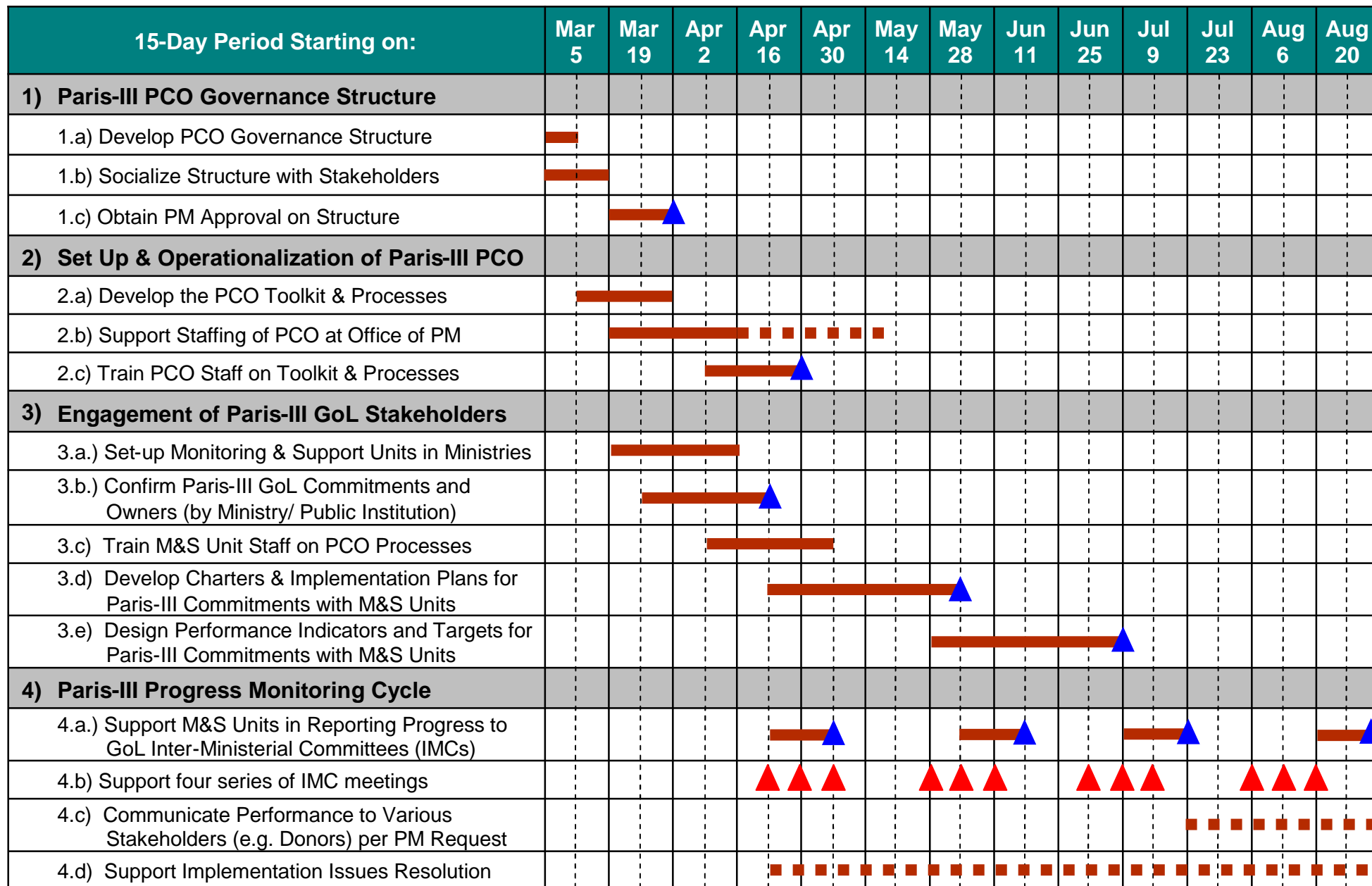
- ▶ **Consolidate monthly progress reports developed by M&S Units** and discuss performance with Prime Minister
- ▶ **Consolidate quarterly progress reports submitted by IMCs**, and support individual discussions that the Prime Minister may hold with individual Ministers. These performance review sessions could consist of:
 - Discussing achievements and challenges in implementing key Paris III initiatives
 - Mitigating issues and deciding next steps
- ▶ Develop an **annual performance report**, summarizing progress against Paris III initiatives, to be communicated by the Prime Minister to the Council of Ministers, Parliament, Donors Coordination Committee, and the public
- ▶ Support the Prime Minister in executing a **communication strategy** on the progress of Paris III implementation (e.g., briefs to donors, press conferences, campaign input, etc.)

M&S Units are a critical component of GR PCO activities and should be provided with the right level of support, internally and externally, to successfully carry out their mission

Key Success Factors for the Set-up of M&S Units

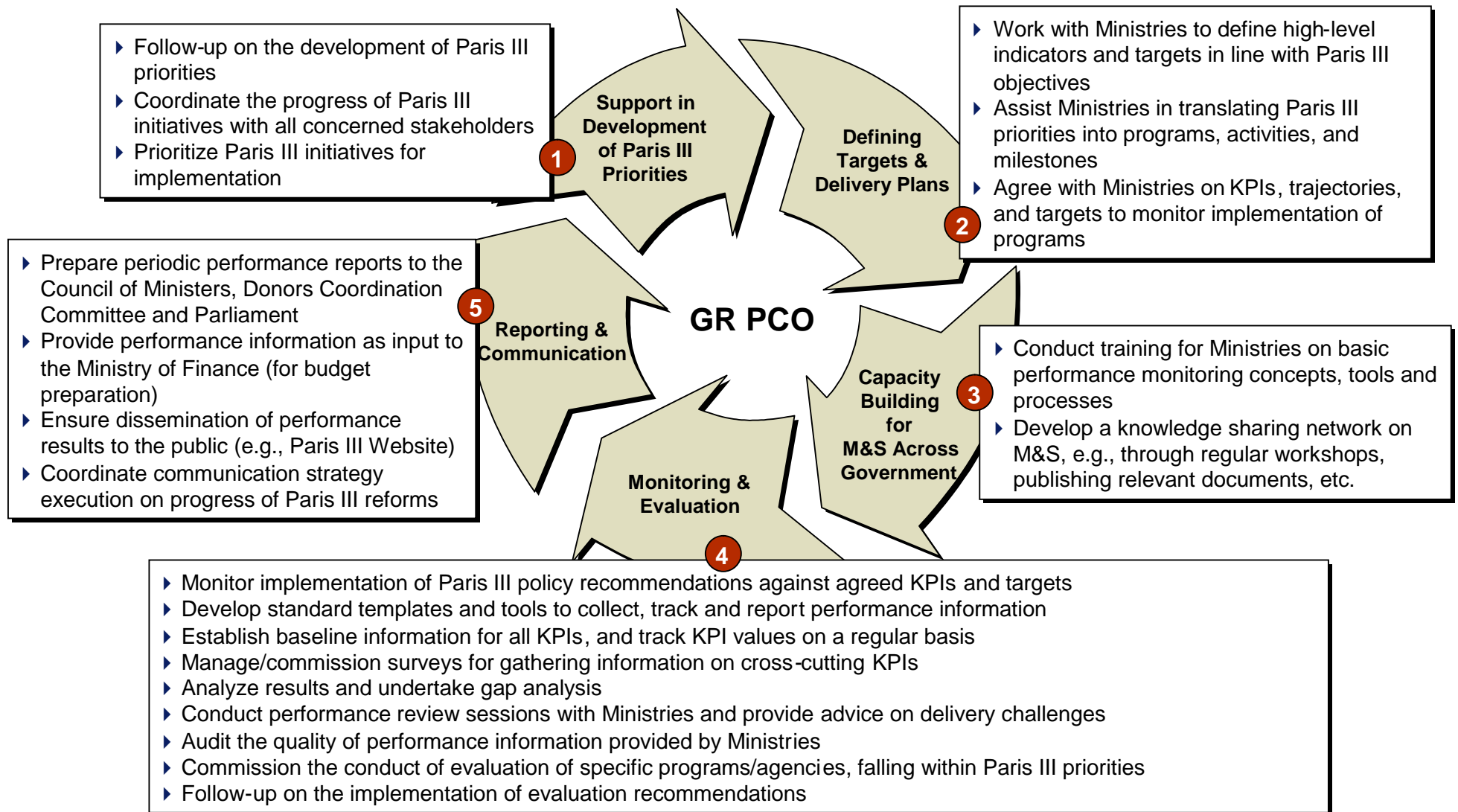
- ▶ Strong commitment and support from the Ministry/ Government Entity leadership
- ▶ Unit role and responsibilities communicated by the Leadership to all Department Directors
- ▶ Availability of capable and motivated resources
- ▶ Proper training on Monitoring & Support concepts and tools by the GR PCO members
- ▶ Close collaboration between the M&S Unit and the Planning Department or the Steering Committee following-up the implementation of Paris III initiatives (the Minister/ Director General may consider merging both units)
- ▶ Collaborative approach and culture between GR PCO staff and M&S Unit staff
- ▶ Risk-aware culture
- ▶ Adequate budget to disseminate a performance monitoring & evaluation culture within Ministries/ Government Entities

Between March and August 2007, the GR PCO is expected to engage twelve “natural owners”, and launch up to 102 initiatives



The main GR PCO processes and interfaces will be defined throughout the coming month, and ready to be rolled-out towards the end of March

Main GR PCO Processes



Key Performance Indicators (KPIs) related to Paris III initiatives will be grouped into four distinct evaluation dimensions, capturing all cause and effect linkages

Program Performance Dimensions

	KPI "Cause & Effect"	Relevant Questions
Efficiency	<ul style="list-style-type: none"> Budget Performance Capacity Management Employee Skills 	<ul style="list-style-type: none"> Have project deadlines been consistently met? Has the project exceeded budget? How frequently? Have resources been allocated properly for achieving outputs? Can the current delivery methods be improved? Have employees demonstrated learning from previous experiences?
Effectiveness	<ul style="list-style-type: none"> Stakeholder Satisfaction Constraint Resolution 	<ul style="list-style-type: none"> Have planned project outcomes been realized? To what extent have project outputs achieved the intended project purpose? Have factors enabling / impeding project output been adequately identified? Have constraints been resolved in a timely manner?
Impact	<ul style="list-style-type: none"> Stakeholder Satisfaction Project Impact 	<ul style="list-style-type: none"> Have the intended goals of the project been achieved? Has the project achieved any indirect positive impact? Has the project had negative environmental, social, economic, or cultural impact?
Sustainability	<ul style="list-style-type: none"> Budget Performance 	<ul style="list-style-type: none"> What proportion of project funding has been secured? Committed? What proportion of project costs are capital versus recurring? What proportion of the project is funded by the Public Budget? Foreign Grant?

Key Questions

In the medium / long term, various types of reports will be prepared by Ministries/ Government Entities and the PCO to report on progress against Paris III commitments

GR PCO Reporting Types and Frequency

	Description	Audience	Frequency
Monthly Report (not published)	<ul style="list-style-type: none"> ▶ Brief progress report (2-3 pages) from each Ministry/ Government Entity, including latest progress on KPIs (for those which are monitored frequently) and overview of major developments (<i>informal document</i>) ▶ Submitted by the M&S Unit to IMCs and the GR PCO in order to ensure constant follow-up of progress and the detection of possible problems 	<ul style="list-style-type: none"> ▶ GR PCO ▶ IMCs ▶ Prime Minister (if interested) 	<ul style="list-style-type: none"> ▶ Monthly
Quarterly Report (not published)	<ul style="list-style-type: none"> ▶ A formalized performance report, developed by IMCs Secretariat jointly with each Ministry/ Government Entity ▶ Submitted by IMCs to the PM and the GR PCO in order to ensure constant follow-up of progress and the detection of possible problems 	<ul style="list-style-type: none"> ▶ GR PCO ▶ Prime Minister ▶ Council of Ministers 	<ul style="list-style-type: none"> ▶ Quarterly
GR PCO Annual Report (published)	<ul style="list-style-type: none"> ▶ Report developed by GR PCO every year, summarizing progress against Paris III objectives ▶ Summarized version of Quarterly Performance Reports (not published) 	<ul style="list-style-type: none"> ▶ General Public 	<ul style="list-style-type: none"> ▶ Annually